



Management Approach: Health, Safety, and Security

When we're SaferTogether™, we care about our people and those around us—in the office, in the field, at home, and in our communities. Nothing is more important than the health, safety, security, and well-being of the employees, business partners, visitors, clients, and communities we serve.

SaferTogether

Our safety culture at Stantec recognizes that safety is personal; it impacts our decisions and actions at work, at home, and in the community.

The Elements of SaferTogether are

- Knowledge: Understanding how to work safely and sharing that knowledge with others
- Communication: Empowering our people to communicate when they feel something isn't right (including stop work authority) and to accept feedback when a concern is raised
- Relationships: Building open, honest, and trusting relationships where people are involved in the decision-making process
- Mindset: Having a 24/7 mindset of safety and caring about personal safety and the safety of others at work, at home, and in the community

Stantec applies health, safety, and security principles when managing our operations, planning and executing projects, sharing best practices and lessons learned, and managing the continuous improvement cycle. Our proactive programs and systems focus on identifying hazards and controlling risk. If an incident occurs, we share lessons learned and use relevant findings to improve our practices, tools, training, and communication where needed. We conduct regular audits and inspections, verifying our processes and programs internally as well as undertaking review with clients and external certifying bodies.

In our efforts to prevent incidents and further develop our safety culture, our programs and systems incorporate proactive measures to identify and address at-risk conditions and behaviors before an incident occurs, including setting up prioritization and action plans. We conduct prevention activities such as ergonomic assessments, hazard identification, and planned job observations and track our progress with a leading indicator safety index. Each employee contributes to the leading indicators process as a component of performance management. To assess our success, we work to increase our leading indicator safety index and decrease our total recordable injury rate as quantitative goals for improving OHS performance metrics.

We communicate to our supervisors and leadership the importance of having intentional conversations around HSSE topics, to make personal connections and provide opportunities for growth.

Our culture and systems strive to connect physical health (fitness for duty), freedom from injury or illness, mental health, connection to environmental concerns, and protection from violence in the workplace in all its forms. ¹

¹ During the COVID-19 pandemic, HSSE developed a series of specialized guidelines, best practices, and controls based on a risk assessment for the organization. These include working from home, pandemic field guidance, safe hotel practices, social distancing, face coverings, hygiene and wellness, cleaning and disinfecting, and how to share pandemic actions with clients, subcontractors, subconsultants, and suppliers. While Stantec's Pandemic Committee has been retired, the lessons learned are being applied to our post-pandemic operations and in preparation for potential similar events in the future.



Policy

Our [Health, Safety, and Security](#) and [Workplace Violence](#) policies set the Company's expectation that everyone is responsible and accountable for their own safety and the safety of others.

Occupational Health and Safety Management System

Stantec manages, monitors, and improves our health and safety performance with a formal ISO 45001:2018-certified management system as part of our Integrated Management System. Stantec's health and safety framework includes a series of safe work practices and specialized programs to guide our office and field work around the world.

As part of our certified management system, we follow a systematic approach that applies a hierarchy of controls to prioritize preventive and protective measures to enhance occupational health and safety.

We regularly assess work-related hazards, including those that pose a risk of high-consequence injury, and work to identify and implement ways to eliminate or minimize those risks. Additionally, health, safety, and security criteria are included in procurement and contractual requirements.

Governance

Our safety commitment starts at the top and connects directly to each employee:

- Our board-level Sustainability and Safety Committee oversees governance
- Our Executive Health, Safety, Security, and Environment (HSSE) Committee—comprising senior leaders across business lines and geographies—provides executive sponsorship of our health and safety policies, programs, goals, initiatives, and management systems
- Our network of HSSE directors, managers, advisors, and office-level representatives connects our programs and practices to the day-to-day lives of our employees

Hazard Recognition, Assessment, and Control

This process is designed to help employees identify hazards, assess risk, and then implement controls aimed at preventing incidents.

We utilize the Energy Wheel to help employees organize information about known hazards into actions and controls. The 10 sources of energy pictured on the wheel can generate a systematic review of the working environment where identification and discussion of hazards can be used to establish controls and generate situational awareness in a changing workspace. Wording and symbols displayed on field documentation and forms assist employees in their planning and communication.



Stantec has identified the 12 critical risks that have the greatest potential to cause serious injuries, incidents, and fatalities, including

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| 1. Driving | 7. Ground disturbance |
| 2. Working at heights | 8. Ergonomic hazards and manual handling |
| 3. Traffic control | 9. Hazardous materials and environments |
| 4. Wildlife, insects, and vegetation | 10. Hazardous energy |
| 5. Mobile and heavy equipment | 11. Hot work |
| 6. Environments with water or ice | 12. Confined spaces |

A series of easy-to-use flat sheets provide information about identifying these hazards and implementing control measures to keep employees and others safe. Our Energy Wheel Field Guide brings the Energy Wheel and Critical Risk Controls together in one field-friendly document.



Communications and Training

Achieving HSSE engagement and compliance takes more than telling employees about processes and how to use them. We must also inspire them to make safe choices and be SaferTogether every day. Some of the ways we continue to build our safety culture include increasing leadership visibility and engagement, encouraging and recognizing safe and proactive behavior, and making safety meaningful and personal.

Stantec regularly communicates and provides training on our HSSE expectations, critical risks, and workplace best practices so employees can keep themselves and others safe.

Supervising for SaferTogether is our flagship training program that builds trust, communication, and accountability in our safety culture. This training is for front-line supervisors and Project Managers focused on transformational leadership and includes a mixture of live sessions facilitated by business line leaders as well as online learning. The program reinforces that Stantec's safety culture is strengthened when we establish connections when we speak, act, focus, engage, and recognize.

- **Speak:** Make safety part of our daily conversations
- **Act:** Model safe behaviors to demonstrate our commitment to safety
- **Focus:** Build systems of work that embed health, safety, security, and the environment into our daily activities
- **Engage:** Get others involved by asking questions, starting conversations, and building relationships
- **Recognize:** Provide immediate and authentic feedback to others when they do something good (at work, at home, and in our communities)

Situational Awareness

No matter the time or place, situational awareness—the discipline of being present and aware of our surroundings at all times, always thinking a step ahead—is our best defense against injuries and incidents. Even the most routine task has its own hazards and risks, and conditions can change quickly; that's why it's so important to assess and re-assess our environment regularly to prepare for something new or unexpected. Our teams understand that we work in dynamic work environments and perform last minute risk assessments regularly to align our planning and decision-making for the safest outcomes.

Tracking

Enterprise-wide, Stantec uses Pro-Sapien—a paperless, one-stop solution for streamlined tracking and more proactive response to health and safety issues—to help us with reporting, escalating, and managing incidents, near misses, and leading indicator activities.

Stop Work Authority

Stantec is committed to providing and maintaining a safe and healthy workplace. We believe that incidents and injuries are preventable and that a job is done well only if it is done safely. Stantec employees have the authority to stop work if they feel unsafe. Their Stop Work Authority ensures employees, supervisors, and clients can pause work, re-assess hazards, and proceed with work once the hazards have been addressed. Stantec's Stop Work Authority document is endorsed by our CEO and available on our internal website.

In Case of Crisis

For multiple years, Stantec has maintained a smartphone application that supplies on-demand, Stantec-specific health, safety, security, and emergency response information to employees and contractors. Employees can quickly find relevant information, search for contact information, complete simple forms, and access security support.

Secure Workplaces and Travel

To provide secure workplaces, we coordinate with Real Estate, IT, and systems security compliance teams to take preventive measures, such as locating offices in safe areas and providing appropriate office security. We additionally provide and maintain office security and workplace violence security communications, training, and guidance, as well as conduct office security audits and implement resulting improvements. For existing and anticipated projects, we conduct country assessments and provide site-specific risk mitigation measures for Stantec project teams.²

² In the unusual event that Stantec-contracted security is needed at a project level, local security contractors are trained on how to best protect human rights.



To reduce risks to employees when they travel and work on projects, we

- Track global security trends and provide individual and project team advice about project-related threats
- Prepare risk mitigation plans and standards based on threat level
- Develop and implement country evacuation plans and support structures
- Visit client project sites to obtain ground truth³ and assure Stantec employees are properly secured
- Monitor and provide advice about security during live events such as conflict or medical emergencies
- Utilize the International SOS application to deliver real-time travel safety and security alerts to mobile devices
- Support employees who experience problems while traveling
- Offer culture guides to inform traveler experience and support successful communications

Community Involvement

Stantec's involvement in advocating for health and safety extends to the community. For more than 10 years, as a part of Health and Safety week in early May, Stantec staff across Canada advocate for a safe work environment by fundraising and participating in [Steps for Life](#)—a 5km family walk that honors those who have lost their lives in workplace tragedies, with the goal of preventing others from being injured or killed on the job.

Accountability

Stantec assesses our progress by tracking industry-recognized statistics. We measure both TRIR—a lagging indicator that tracks the number of recordable incidents that a company experiences during a year, normalized to 100 full-time employees—and LISI—a Stantec-defined index composed of leading indicators that measures proactive and preventive activities.

Targets are set as key performance indicator in Stantec's executive sustainability pay link. Our TRIR is also compared to the industry average as reported by the [US Bureau of Labor Statistics](#) (NAICS Code 541330, Engineering Services).

Supporting Clients

During project design, Stantec practitioners consider the health and safety of our designed products once they are constructed and operational. This is a standard evaluation factor in our project risks management practices. Additionally, Stantec offers stand-alone [health and safety services](#) to clients.

See all [Stantec Management Approaches](#)

³ Ground truth: information provided by direct observation.